



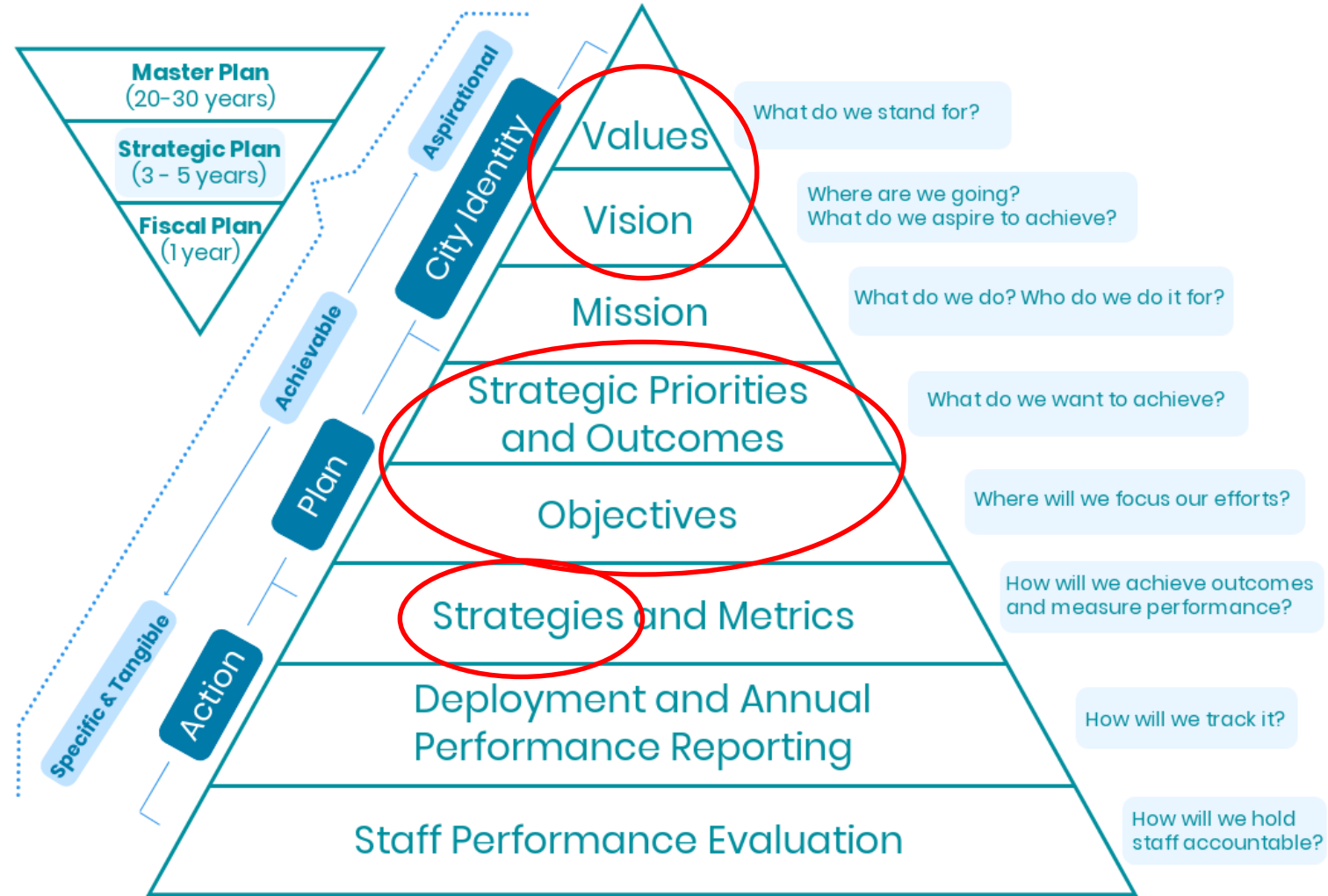
City of Grand Rapids Strategic Planning Workshop

March 15, 2019
Continued from February 26, 2019

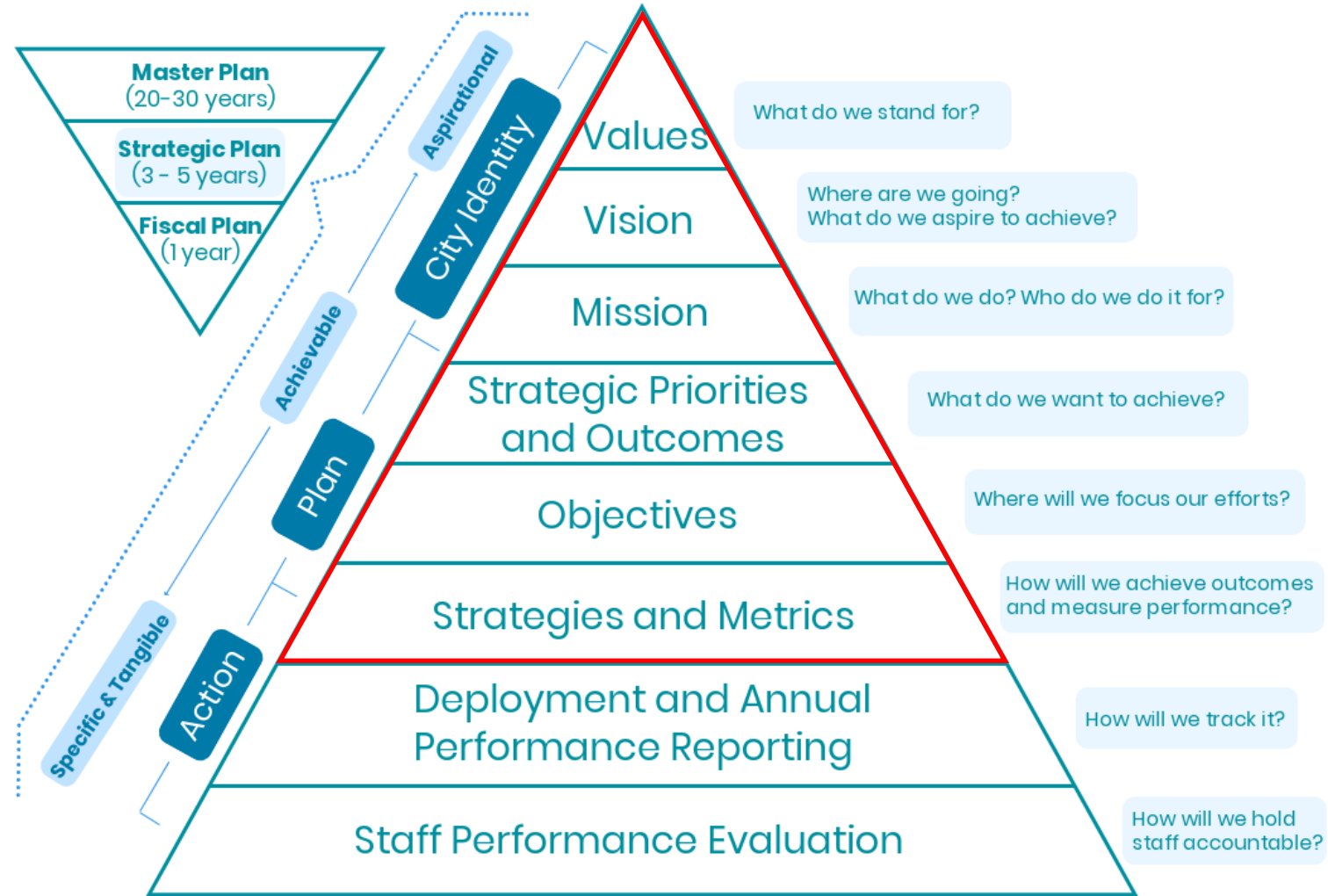
Agenda

- City Manager Mark Washington kickoff
- Work completed since January 22, 2019 Strategic Planning Workshop
- Overview and discussion of each strategic priority
- Wrap-up and next steps

Strategic Plan Framework



Strategic Plan Framework



Values

Accountability	Always acting with integrity and transparency and being responsible for what you do and say.
Collaboration	Working together in partnership with others; teamwork.
Customer Service	Professionally taking care of those that live, work or visit the City. Providing respectful, excellent, high quality service and assistance before, during and after the person's interactions with the City.
Equity	Leveraging City influence to intentionally remove and prevent barriers created by systemic and institutional injustice.
Innovation	Challenging how things have been done before. Fulfilling customer needs by offering new ways of making lives better and operations more successful. Being nimble, self-aware and open to feedback.
Sustainability	The ability to be maintained; making decisions with an understanding of how those decisions will impact the environment, people and communities in addition to finances.

Vision

Grand Rapids will be nationally recognized as equitable, welcoming, innovative and collaborative with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.

Mission

To elevate quality of life through excellent City services.

Strategic Priorities

Governmental Excellence

Economic Prosperity and Affordability

Mobility

Safe Community

Health and Environment

Engaged and Connected Community

Equity

Strategic Priorities and Outcome Statements

Governmental Excellence

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.

Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.

Mobility

Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.

Safe Community

All people feel safe and are safe at all times throughout our community.

Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.

Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.

Equity

Advance equitable outcomes and opportunity by leading with racial equity to eliminate disparities.

Content Overview

- **One new Objective**
 - Economic Prosperity and Affordability, Objective 5: Destination City
- **Strategies and metrics**
 - Overlapping concepts
 - Outcome based metrics
 - [NEW]: metrics that have not been publicly reported by the City in the past
- **Project Team overview of each priority**
- **Values embedded throughout the draft plan**

Governmental Excellence

A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.

Presented by:
Ms. Stacy Stout
Mr. Brandon Davis
Mr. Lou Canfield

Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.

Presented by:
Mr. Jono Klooster
Ms. Erin Banchoff
Mr. Brandon Davis
Mr. Lou Canfield

Safe Community

All people feel safe and are safe at all times throughout our community.

Presented by:

Deputy City Manager Eric DeLong

Captain Geoff Collard

Assistant Chief Brad Brown

Mr. Brandon Davis

Mobility

Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.

Presented by:
Mr. Josh Naramore

Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.

Presented by:
Ms. Alison Sutter

Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.

Presented by:
Ms. Stacy Stout
Ms. Alex Melton

Equity

Advance equitable outcomes and opportunity by leading with racial equity to eliminate disparities.

Presented by:
Ms. Stacy Stout
Mr. Brandon Davis

Equity

Strategic Priority: Equity

Outcome: Race or ethnicity does not statistically determine

Paragraph descriptor

OBJECTIVE 1:

Strategies

1. Create infrastructure to elevate and organize
2. Ensure that all data is disaggregated by race,
3. Use the Racial Equity Here (REH) tool kit to e initiatives
4. Use the Racial Equity Here (REH) tool kit to e
5. Create and implement equity scorecard for c
6. Evaluate and design innovative policing mod path to healthy relationships between police
7. Research and understand why water/sewer c avoid the shut off of services
8. Identify systemic issues that cause disparate address those issues within the City's span o
9. Evaluate and modify City marijuana regulato communities of color and offering restorative affected by criminalization of marijuana

Metrics

1. Percent of total expenditures for projects/se 100%)
 - a. Current:
 - b. Goal:
2. # of customers in neighborhoods of focus experiencing water/sewer shut offs
 - a. Current:
 - b. Goal:

Strategies to highlight from other areas of the plan

Economic Prosperity

- Eliminate unnecessary licensing and regulation processes and revise those that are sub-optimal or are contributing to disparate outcomes
- Increase employment and workforce development efforts in historically marginalized communities and Neighborhoods of Focus

Engaged and Connected Community

- Identify outreach and engagement gaps, such as with historically marginalized populations, and create a plan to address those gaps using techniques such as:
 - a. Providing support services, such as stipends, childcare, food and transportation, for major engagement activities
 - b. Offering meetings and events at a variety of times and locations
 - c. Expanding stakeholder's ability to engage with the City remotely and via digital services
 - d. Offering more language interpretation services; ensure communications are in English and Spanish
 - e. Leverage existing community gatherings
- Develop equitable opportunities for resident service on boards and commissions and offer onboarding process for successful participation

Governmental Excellence

- Utilize evidence-based, data-driven methodology to improve quality of hires, reduce turnover, and increase workforce diversity to reflect the community

Health and Environment

- Expand parks and active open spaces to reduce disparities in park deficient neighborhoods and keep pace with population growth
- Collaborate with partners to increase resources available to address lead-based paint hazards

Mobility

- Create employment related transportation solutions within Neighborhoods of Focus
- Pilot new mobility programs (carshare, bikeshare, e-scooter and Universal Dispatch App)

- Ensure all staff are held accountable for equity outcomes
- Recommend against highlighting a few specific equity actions – all are important
- Recommend against including all actions in equity section
- Value that should be embedded throughout the entire plan

Governmental Excellence

Economic Prosperity and Affordability

Mobility

Safe Community

Health and Environment

Engaged and Connected Community

Equity

Equity

Governmental Excellence

Economic Prosperity and Affordability

Mobility

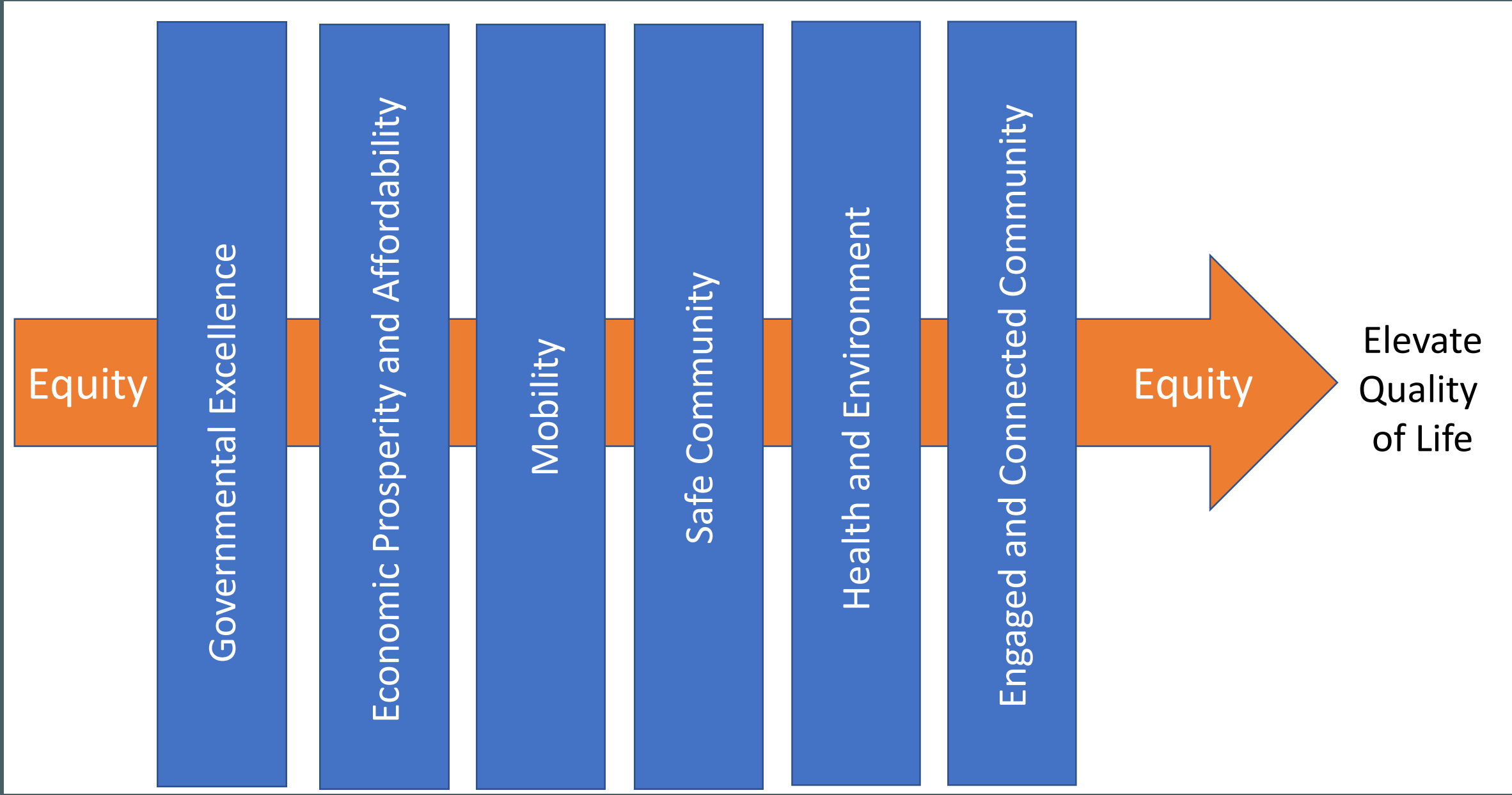
Safe Community

Health and Environment

Engaged and Connected Community

Equity

Elevate
Quality
of Life



Next Steps

March 5: Strategic Plan Workshop continuation

March 26 or April 9: Final Preliminary Strategic Plan presented to
City Commission